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of Public
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*The
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Review
of
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IN AND ABOUT THIS ISSUE

We have heard, read and even published a number of discussions pro and con about professionalism for public relations. Few have treated the subject more emphatically and positively than **Paul Cain** does in our lead article (page 3). You may or may not agree with the author's position, but you will agree that he argues it persuasively. Mr. Cain is president of The Cain Organization, Inc., Dallas, an independent public relations counseling firm. Before forming his own organization, Mr. Cain was sometime editor of Southern Automotive Journal, managing editor of Industrial News Service, and advertising and sales promotion manager of Fairbanks, Morse & Co. He was educated at Kemper Military School and the University of Texas.

* * *

Even a sedate and dignified organization can use stunts in its public relations, according to **C. Colburn Hardy**, President of Public Policy Associates, Inc., New York. (page 13) Mr. Hardy gives examples of successful stunts, including one of the more hilarious ones by the irrefragable Jim Moran. The author is a Yale graduate whose background includes service with the Navy, Merch & Co., and Carl Byoir & Associates.

* * *

On the controversial question of executive selection tests, **Dr. Murray H. Sherman** (page 17) explains some of the considerations involved in selecting public relations personnel. His observations are based in part on his experience with Ruder & Finn, Inc., whom he serves as staff psychologist. He received psychoanalytic training with Dr. Theodor Reik, was once chief psychologist at the U. S. Naval hospital at Camp Lejeune, N. C., and has been a psychologist on the staff of Bellevue Psychiatric Hospital, N. Y. A graduate of Wayne University, he received his Ph.D. degree from Columbia. He is a member of the editorial board of the Psychoanalysis and Psychoanalytic Review, and is the author of numerous professional articles.

* * *

Despite television and radio, the impact of magazines is still very great. Yet not all public relations practitioners, who are supposed to be intimately acquainted with all media, fully understand the potential of magazines, according to **Joseph S. Rosapepe** (page 28). Mr. Rosapepe is account supervisor with Burson-Marsteller Associates, Inc., New York. He is a former newsman, and has been an account executive with Dudley-Anderson-Yutzy and director of public relations, Case Institute of Technology.

* * *

Despite the growing participation in politics by businessmen, authoritative literature on the subject is scant. **J. J. Wuerthner, Jr.**, has helped to remedy this situation with the publication of his first book, "The Businessman's Guide to Practical Politics," which he reviews on page 32. As a young man, Mr. Wuerthner campaigned for his father in Montana politics. He has been director of public relations for the Fram Corporation in Providence, and has participated in public relations and political campaigns in Pennsylvania, New York, Georgia and Rhode Island. He served as chairman of the group that developed the Syracuse Seminars on Practical Politics which won awards from the Freedoms Foundation, the U. S. Chamber of Commerce and APRA. On the national political scene Mr. Wuerthner served as a member of the late Senator Taft's public relations agency and as assistant public relations director for the Republican National Committee in the 1956 campaign. Currently he is a Consultant, Community and Business Relations for the General Electric Company in New York City.

* * *

We wish to express our deep appreciation to **R. E. Stivers** for his services as Promotion Manager of *pr* since its inception nearly four years ago. Mr. Stivers is a partner in the firm of Dawson, MacLeod, and Stivers, Washington, D. C.

The Editors' Page

pr If a corporation chooses to engage in political activity, should that be a function of the public relations department? Should public relations men be qualified to direct it?

J. J. Wuerthner, Jr., author of a book on practical politics for businessmen (see Book Reviews), thinks not. He says public relations men do not fit the requirements of the "public affairs" specialists he feels are needed, although in his book he concedes that public relations might supply some of the specialists needed in the research, analyzing, writing, and publicizing of public issues.

Our purpose here is not to argue the question but to stress its implications. When public relations left press agency and publicity encamped on the low plateau of mere attention getting, it mounted (smugly, some say) to the higher plateau of acceptance getting. Is a third plateau now in sight (we hesitate to label it), and is public relations to be left behind by those who in their turn will explain, "No, our new field is not the same as public relations; that just happens to be a tool we use all the time."

To put the question more bluntly, will public relations prove to be merely an interim phenomenon—a makeshift to span the period, say, between John D. Rockefeller's desire for a modicum of public approval and his grandson's desire to run important public affairs?

Please do not misunderstand us. Public relations practice, at one level or another, is here to stay, just as publicity and press agency are.

But what is not so certain is the future of the public relations concept—the philosophy as opposed to the techniques—at the top management level where the basic approaches of large organizations to their public relations are determined.

Do we sense a growing impatience in some quarters with the "soft" idea of accommodating social differences through good practices that result in deserved understanding and acceptance? Is the call to political arms the manifestation of a new, more aggressive spirit that has as its primary goal not *acceptance* but *power*?

We are only raising questions, not stating conclusions. Are you, too, raising questions? ●

Public Relations IS READY FOR Professionalism

by PAUL CAIN

THESE observations on the achievement of professional status by public relations practitioners in America were prompted by an article in the October, 1957, issue of *pr*, authored by Lt. Colonel Hal D. Steward.*

Colonel Steward's article was an excellent summary of many of the problems and factors involved, filled with pertinent quotations from competent observers and publications. I agree with many of his comments, based on the data he had gathered and evaluated.

However, I disagree with his basic thesis and conclusion. On his first page, he makes the following statement:

"The time is not yet here when a public relations practitioner can be qualified and accepted as a professional just because he has passed an examination in public relations sponsored by a public relations association."

Near the end of his article, he says:

"Has the time come in the United States for professional public relations associations to determine qualifications for membership and practice on the basis of a series of examinations? In my opinion, it has not."

In my opinion, it has.

I shall endeavor to justify this disagreement with Colonel Steward, while agreeing with many of his corollary observations.

Perhaps our principal disagreement is in the matter of timing. Obviously a professional society is the only ultimate apparatus through which any professionalism can be approached and standards defined. Every profession or trade that has achieved the protection of state licensing has done so through the efforts of its trade association or professional society. In virtually every case, the members of such State Boards of Examiners are

* "Are Examinations the Path to Professional Status?"

appointed from nominees suggested by these organizations. If licensing by state boards in our profession must wait for someone else to sponsor it, it will never happen.

PR Ready for State Licensing Procedure

I have no doubt that Colonel Steward agrees that this is our ultimate course and simply feels that we are not yet ready. The position I advance is that (a) we *are* ready, and (b) if we aren't *entirely* ready, we should at least make a beginning.

I concur heartily with the British Institute of Public Relations, whose Council said in 1952:

"The Council takes the view that the institution of some form of examination or test of ability is necessary as a positive step towards establishing the practice of public relations as a recognized profession."

If a beginning is never made, if we continue to wait until we are all polished professionals, with a thoroughly defined "body of knowledge" from which to derive our professional standards, we will still be waiting when the millenium comes.

The starting point is intent—intent to achieve professional level, and to define professional standards as thoroughly as they can be defined by the best minds in the profession *at the time*. Subsequent improvement and updating of procedures, examinations, etc., is inevitable, but the beginning must be made.

We are ready for a beginning. Indeed, our business has become too important for us to dare delay much longer. If we do not regulate ourselves, someone else may get the idea of doing it for us.

Professionalism Comes Only With Experience

I take issue with Colonel Steward on another basic point. He has, to a great extent, identified the coming of professionalism with the development of public relations curricula in schools and colleges. I think this identification is fallacious, and that the profession must move vigorously to disassociate its own professional qualifications from the rate of progress that may be made in installing public relations courses in colleges.

There are many reasons for this. In the first place, as every experienced counselor knows, only the rudiments of public relations can be learned in academic classrooms. The most valuable quality a top-flight practitioner has to sell to his clients is experience, and judgment based on his experience. Most newspaper editors agree that journalism schools, while doing a far better job today than they did twenty-five years ago, still

cannot turn out finished newsmen. Students can be given basic training, but they become truly effective and valuable only after considerable practical experience.

This is even more true in public relations, where a practitioner must deal with a wide diversity of business problems, a wide range of media, and a constantly changing pattern of situations. No curriculum in the world could do more than turn out a graduate articulate in expression, academically conversant with some of the media, and somewhat knowledgeable about business administration and economics. Regardless of what label such a course might have in the college catalog, no graduate fresh out of school could justify his employment in a top-flight public relations counseling firm except as a raw apprentice, much less justify his being licensed as a professional public relations practitioner.

The new graduate is unquestionably going to have to go through an internship period like that of doctors, except that his internship will have to be served in apprentice employment in the various media and in related fields, until he has acquired the experience, knowledge and judgment which would justify turning him loose on the public as a licensed practitioner.

I certainly am not downgrading or demeaning the courses in public relations which are now offered in some schools. In fact I think that universities and colleges should proceed with all possible speed to develop such courses. I simply point out the fact that no classroom courses can impart the knowledge and experience which should be required of a licensed practitioner. Also, again speaking very respectfully of those in the educational field, I question the availability of enough qualified instructors in public relations to staff more than a few colleges. I don't mean that there aren't enough qualified people. I mean that in this, the maturing period of public relations as a business specialty, when a first-class professional can make from \$30,000 to \$150,000 a year, obviously not many top men will work for teachers' pay.

Our British contemporaries, therefore, appear to be ahead of us, at least in intent. They favor making a beginning with an examination. However, I feel they attach too much importance to the scholastic area by looking toward the "official teachers of public relations in Britain" for "planning of a comprehensive course to be climaxed with thorough examinations."

The British Approach

The British Institute of Public Relations has been kind enough to send me copies of their examinations, which are excellent for their purpose.

In England, according to Mervyn Thomas of the Institute, public relations courses are not taught in schools or universities, but in evening classes arranged by a department of the Regent Street Polytechnic, in collaboration with the Institute.

It is most heartening to see this professional association taking the lead in helping a trade school with the formulation of its public relations curriculum. I believe we in the United States should do this much more aggressively, through the chapters and regional officers of our national societies.

It must be pointed out that the examinations referred to in connection with the British courses are intended merely to assess what the student has learned from the courses. They are not used as licensing examinations, and, as pointed out before, no new graduate from any school could possibly have the knowledge and practical experience to justify being licensed or being called a "professional."

Thus, although the British program is sound and progressive, it is not the answer to the question of professionalism. I reiterate the belief that, both in the formulation of curricula and in the creation of State requirements for examination and licensing, the already established leaders of proven professional ability must and should take the lead.

The British scholastic examination included as basic subjects the following:

1. Principles and Practice of Public Relations
2. Principles of Printed Material
3. Uses of Printed Material
4. Advertising
5. Press Relations
6. Opinion Research
7. Exhibitions and Displays
8. Films

I don't think these points are entirely adequate for a comprehensive examination for professional licensing, since there simply is no experience on the student's part which can be measured. Their examinations, while well conceived and well balanced, contain several questions on which the student can only theorize, unless he has had several years of practical experience. Scholastically, or as aptitude measurements, they would be excellent but would fall short of what I conceive a State Board of Examiners licensing examination should be.

PR Organizations Might Lead Professionalism Drive

In short, if the professional practitioners of public relations do not undertake the official job of defining our "body of knowledge" and of evolving examinations for professional licensing, the academicians might well pre-empt the field. Earlier in this article, I made the point that if trades or professions do not regulate themselves, someone else, usually the government, will undertake to do it for them. Not the least of the dangers in this direction would be capture of licensing requirements and procedures by academic teachers and nonprofessional college authorities.

Obviously, therefore, the move toward professionalism must be spearheaded by our professional organizations. They are the ones who should take initiative in consulting with college officials on public relations curricula and school examinations, and certainly they are the ones who should spell out the examinations instituted by State Boards for professional licensing. In other words, in the evolution of public relations into a profession, the experienced professionals should tell the teachers and legislators what the requirements are, not vice versa.

Colonel Steward says that in 1956, Joseph Hicks stated in the *Public Relations Journal* that he envisioned the day when "the public and the profession will be protected by laws and standards requiring persons wishing to enter the public relations profession to meet certain educational requirements and pass an examination. . . ."

I agree with Mr. Hicks and I submit that the time is now, 1959, not some visionary future date conditioned on the establishment of public relations curricula in colleges and universities.

In speaking of licensing, I am referring to counselors only, not to company or trade association PR men. It will be a long time, if ever, before requirements can be imposed on a company or an association as to whom they designate as their "public relations director" or "pr representative" and what his duties or training must be. For example, during the past decade a great many personnel managers were moved into "public relations departments" when the companies decided they should have representation in public relations. In most cases these people have applied themselves to learning some new skills and have performed creditably during this transitional period. Probably no professional group will ever be able to dictate to business and industry the particular title or set of duties to be given to any employee, regardless of his background or qualifications.

Possible Steps Toward Professionalism

What our profession can do is this: make it desirable to every com-

pany that its public relations department be staffed by active members in PRSA or APRA and that those associations continue to enforce a high degree of professionalism in their membership requirements. This job is now being done creditably and successfully by the associations, and membership in them is becoming more meaningful in the business community.

Meanwhile, freedom to practice as an independent counselor should and, indeed, must be controlled by some method of licensing and examination, not only to protect the public and the business community against the depredations and malfeasance of unqualified pretenders, but also to protect the profession itself against the detrimental effects which the incompetents and the unqualified have on the regard in which the profession generally is held.

I do not foresee in the near future any means of preventing an unqualified operator from setting up shop as a "public relations man" or "publicity man." I think we will have to crawl before we try to walk or run. Therefore, I think that our first steps toward professionalism should be the protection by state statute of the terms "public relations counselor" and "public relations adviser." Persons entering the field of independent counseling practice, and using these designations, should have to pass a State Board examination prepared by our professional societies. This would be a giant stride toward our goal.

The initial step, obtaining state legislation requiring a State Board examination of independent consultants to determine whether they qualify for a license and use of the term "public relations counselor" should be easily accomplished. The real estate people have protected the word "Realtor." The life insurance salesmen have protected the term "Certified Life Underwriter." Even the beauty parlor operators have protected a term, "Beautician." Until recently the dispensers of colonic irrigations and massages had a law in Texas which licensed them and protected the name "Naturopath."

With the backing of the established practitioners in this or any state, I believe a reasonably written bill could be passed through any legislature on the first attempt.

It would then become incumbent upon the professional societies and the licensed practitioners to continue doing a public education job within the business communities so that it would become automatic for clients to insist upon doing business with licensed counselors, and eventually for companies to want their public relations departments staffed by licensed counselors. Certainly no corporation would have a general at-

torney who is not a licensed lawyer, nor a company doctor who is not a licensed M.D.

This is not as difficult nor as remote as it might sound. Such legislation would have to include the usual "grandfather" clause, whereunder persons already qualified could continue to practice without examination. Here is another point on which I disagree with Colonel Steward. He suggests that "all PR practitioners with more than five years professional experience would automatically be licensed upon application and without examination, during the first year. . . ."

I would suggest that, from the very outset, the professional societies must control this situation. Automatic licenses should, therefore, be extended, during the first year that such a law is in operation, not to everyone who has merely had a shingle out for five years, but only to counselors who are qualified for membership in the major public relations associations. Obviously, this would be effective only if the associations continue to enforce high standards of membership requirements.

The other requirements of such legislation would be simple. The use of the terms "counselor" or "adviser," in connection with the independent practice of public relations, would be restricted to licensees approved by a State Board of Examiners. The examination should be developed by the professional societies and up-dated annually. The members of the State Board should be appointed by the Governor from a slate of nominees submitted by the professional societies.

A nine-man board could have a rotating membership, with three members going off and three members coming on every year, so that passing on applications for licensing would not be any more work than that of the eligibility committees of the professional societies. From a legislative and enforcement standpoint, it could be as simple as that.

Obviously, the real crux of the matter is the evolution of a suitable examination. This is the element which ultimately will determine the practicability of licensing and the possibility for early action.

One reason I have been so long in submitting this article to *pr* (it was suggested more than a year ago) is that I had hoped to accompany it with a draft of a suggested examination. After considerable research, I am convinced that such a first draft should start within a professional society. Accordingly, my first effort will be put through such channels.

Minimal Qualifications for Licensing

In this discussion, let me suggest the minimum subjects in which a

public relations counselor should be qualified for licensing to practice in the open market. Any examination would be designed to establish his qualifications in these areas. Undoubtedly there are others: this is merely a beginning.

1. Principles and understanding of public relations.
2. Comprehension of responsibilities and obligations of a pr practitioner.
3. Competence with Media:
 - a. Writing
 - b. News distribution procedures
 - c. Radio and TV procedures
 - d. Production and application of printed materials
 - e. Visuals
 - f. Miscellaneous
4. Use of Advertising as a pr tool
5. Understanding of applications and procedures in research
6. Business procedures
7. Economics
8. Government
9. Associations and group action

The examination should be searching in each of these areas, and as specific as possible, to make possible a workable system of grading.

This subject has been discussed pro and con at special counselor sessions at the last five annual meetings of the Public Relations Society of America, all of which I attended. Nearly everyone seems in favor, but the consensus has been "The time is not yet, because we haven't defined our body of knowledge clearly enough."

I submit that it is clearly enough defined, or at least susceptible of enough definition to make a beginning. We might have to change our examinations every year for a long time, but we'd be no worse off than the doctors and lawyers and a lot better off than we are now.

Licensing Protection Necessary Now

It is interesting to note that, although licensing became a requirement for the practice of law in Texas in 1846, it was not until 1956 that the requirement of a college degree was also added. This illustrates the short sightedness of putting all our eggs in the basket of university curricula and school examinations. We can be sure that the lawyers would hate to have been without any licensing protection during those 110 years

before they added the college degree requirement.

The doctors got their licensing law passed in 1837 but did not include a college degree until forty years later, and even this system was not perfected until 1949, with the passage of the so-called "Basic Science" law. Where would the medical profession, and the public, be if they had waited until 1949 to take any steps to separate the professionals from the quacks?

We continually run up against the question of "How do we define a profession?" The New York State Tax Commission has a satisfactory definition: "... any occupation or vocation in which a professed knowledge of some department of science or learning is used by its practical application to the affairs of others—either advising, guiding, or teaching them and in serving their interests or welfare in the practice of such an art founded on it. The word implies attainments in professional knowledge as distinguished from mere skill, and the application of such knowledge to uses for others as a vocation."

That definition seems good enough for our purposes. Our really competent counselors are amply qualified under this definition. Most of the popular discouragements can be discounted. Colonel Steward quotes a *Fortune* article of 1949, which says, "Public relations is still not a profession because too many of its practitioners do not yet possess the knowledge, the capacity or the experience of professionals." This is less true today than it was ten years ago, but, even so, it is merely a statement of a condition which can be cured by the creation of professional status and excluding from that status those who are found not to possess the "knowledge, capacity or experience."

Public Acceptance of PR as a Profession

One other quotation included in Colonel Steward's article is a negative one to which I should like to offer a counteracting thought. A British writer, J. A. Pimlott, has written that public relations will long have difficulty in persuading the public to accept it as a profession. He said: "Their biggest handicaps—which they cannot do much to remove—are the deep-seated suspicion of being 'fixers,' and 'propagandists,' and 'ghost thinkers,' and the lack of a clearly demarcated area of expert knowledge which is special to themselves."

I challenge all of these premises. As to a "deep-seated suspicion" on the part of the public, I think unquestionably there is an opinion vacuum based on lack of knowledge, but this is certainly not a condition that

"we can do nothing about." If we accept that premise, we are denying faith in our own profession. Obviously, the same formula should apply to public relations that applies to any other business, trade, profession, industry or corporation. We, too, need good public relations.

Moreover, I think that Mr. Pimlott is wrong even in being concerned about "the public" at this point. By this term, I assume he means the general public, as contrasted to the several special publics with which we are all individually and collectively very much concerned.

To the general public, we are no different from doctors, lawyers, company managers, or members of any other industry or group. Our personal conduct will help shape the public opinion of our profession, not the reverse. If a public relations practitioner earns a decent living and lives on a decent scale, observes the standards of conduct expected of all above-average members of the community, if he is a good neighbor, pays his bills, belongs to a decent club and doesn't publicly beat his wife, he will have as much acceptance with the public as any other business or professional man, without the Man on the Street caring much about the details of his work. The most important point, to repeat, is that *the members will build the character of the profession, and not the reverse.*

Not only in self-defense, to prevent possible restriction or regulation by unqualified persons, but in the simple best interests of our own public relations, our professional societies should move toward professional service as rapidly as possible. We suffer every day, not only from the highly publicized abuses of a few spectacular charlatans, but also from the unpublicized but equally harmful wounds inflicted on our professional bodies by the bungling ineptness of unqualified people who cannot be distinguished at first from the qualified because of the lack of a qualifying label. Until we move decisively, the charlatans, fixers, and quacks can keep on calling themselves "public relations counselors," and the entire profession will bear the scars that malfeasance always inflicts.

We must say the same thing to ourselves that we say to our clients: "In the final analysis you are going to have public relations, good or bad, whether you like it or not. The initiative of upgrading your own skills and your own status is up to you! The respect you command and the esteem you enjoy will depend upon how you conduct yourself and on the company you keep." ●

If planned with taste and good humor, perhaps . . .

STUNTS *Can Tell Your Story*

by C. COLBURN HARDY

EVEN the most sedate organization can use stunts to get its public relations message across. Stunts, when done in good taste, and with good humor, can be a powerful force in drawing attention to your client, your product, or your idea. They offer a company an opportunity to be different, to attract attention, and to make news.

One of the major problems of modern business is the great similarity of products. Most consumers have to have a guide book to identify new cars. Cigarettes look, taste, and are packaged the same. Take away the signature from most advertisements for liquor, appliances, or soap and only an expert can tell the difference.

This similarity raises problems for public relations. There is a need to create some sort of individual identity, something that will be remembered by the public as well as by the editors and commentators. The Colgate-Palmolive Company furnishes an example of the use of stunts to do this successfully.

The problem, as outlined by Bill Daley of Public Policy Associates, Inc., was to introduce a new all-purpose cleaner on the West Coast. These were the objectives: (1) to supplement the advertising program by creating interest from housewives; (2) to excite dealers sufficiently to command extra sales and display support; (3) to pre-empt the market before competition moved in.

The name of the new product, "Genie," became the key to the stunts. An attractive housewife, dressed in turban and oriental costume, became "Mrs. Genie." Since the advertisements said the new product "worked like magic," Mrs. Genie learned a few simple, eye catching tricks . . . with the

aid of some professional equipment.

Working with John Fearn Associates, PPA's West Coast correspondent, Colgate put the show on the road. As Daley describes it, "We used Mrs. Genie to create news. In San Francisco, we washed the statue of the designer of the Golden Gate Bridge. Across the Bay we posed her changing Alhambra Avenue to Genie Street. In Seattle, another statue was cleaned and in Portland, we even washed the spots off a leopard."

All of these events were covered by press, radio, and TV. With a few exceptions, the media people entered into the spirit of the program. Newswise, they treated it as a stunt and, more than once, the prepared captions had a tongue-in-cheek rewrite. But, stressed Daley, they used the material because they felt it had genuine reader interest. As one leading financial editor wrote: "It's a fair statement that you will have to be a permanent resident in a cemetery to avoid coming into contact with Genie in the next two weeks."

Mrs. Genie, in her colorful costume, delivered the news material to the women's editor. Because she really was a housewife . . . and mother of two . . . she was able to explain convincingly how and where the cleaner worked best.

The biggest success was in TV: 34 programs in five cities plus 20 radio shows. The combination of a household product, an attractive personality, the unusual costume, and the exciting sleight-of-hand tricks proved to be a natural for all types of shows: disc jockeys, home programs interview shows, and even newscasts. Audience reaction was amazing. When Mrs. Genie walked down the main street or visited a supermarket, dozens of people would greet her as an old friend and ask questions about the product or her family. Here was a stunt that was in character, in good taste, had a clearly defined objective, and created the kind of news that the client wanted. Most important, it had a measurable effect on retail sales.

Stuntman Moran Sat on an Egg

Jim Moran, who has built a highly successful PR firm on stunts, offers this advice:

1. Stop thinking only in terms of clips. They are fine, but this is the era of TV, the most powerful communications force of our time.
2. Plan your program as carefully as a trial lawyer. Successful stunts require infinite detail and preparation.

To illustrate how painstaking planning paid off, Moran describes what he considers his most successful stunt: The introduction of the book

and movie, "The Egg and I."

The key figure was a trainer at an ostrich farm south of Los Angeles. He was an old-time vaudeville and circus man who looked and acted like a farmer from a comic strip.

"We found an old Woodstock typewriter and, using yellow, ruled paper, pecked out half a dozen original copies of the same release. It took us two days to get it phrased just right.

"You can get some idea of its contents by the heading: 'To The Editor To Put In The Paper.' The article went on to explain that the writer was manager of an ostrich farm and needed help because of complications in the love life of the ostriches. It seems that a long and happy marriage of two ostriches was threatened by a new slick chick in the next cage. Mama Ostrich, who had just laid an egg, looked dirty and dowdy as she sat for hatching. Papa Ostrich found this an excuse to court the younger, svelter rival. Result: Mama Ostrich was so angry that she would leave the egg to protest."

Dressed in his work clothes, the "rube" took the letter to the editors of Los Angeles papers and wire services. He played his part so well that each editor felt he had a scoop and played the story to the limit: front page headlines, full wire coverage, etc. (Los Angeles is ideal for this type of story as the papers are published on almost a 24 hour basis.)

Next day, when the excitement died down, Moran wired that he could not permit an ostrich to die from lack of care and would personally sit on the egg until it hatched.

This signaled that it was a publicity stunt but, with one exception, the editors took it all in good humor.

For the next 23 days until the egg was finally hatched, "The Egg and I" were in the news. It was a perfect picture: the huge egg, the bearded Moran, and the book. No matter what the angle, the picture had to show the book title and thus assure full identification.

Another Moran-engineered stunt prolonged the life of a mediocre Broadway play, "The Matchmakers."

Here the problem was to focus public attention on the name and to remind people that the play was still running. This time the stunt was built around a London taxicab, rebuilt so that it could be driven from the back seat.

Using theatrical trunks and baggage well covered with stickers advertising the play, the taxi moved from Central Park down Broadway. In

the front seat, with hands tied to the wheel, sat an orangutan, apparently driving the vehicle, which, of course, was controlled from the back seat.

Here again was a news angle. Result: for a few thousand dollars the stunt got three pages in *Life*, full coverage in all New York papers, wire services, and both national and local TV news coverage.

Stunts May Stretch Budget Dollars

These same techniques, Moran insists, can be used with such products as automobiles, glasses, and clothing. "For many products, PR dollars can go farther and produce more results than any advertising could possibly do."

Moran stresses, and his viewpoint is strongly seconded by others, that it is imperative to fight with management if necessary to get acceptance of promotional ideas. Pointing out that stunts seldom appeal to top executives or top firms who control markets, he states that the greatest opportunity is with smaller companies who need visibility and identification. An important talking point is the relatively low cost with which some stunts may be executed.

In summary, stunts make news. They set your company or your product apart from competition; they get over your message quickly and effectively; they dramatize a routine statement; they provide a vehicle which can be effectively used with all types of media; and they are especially valuable in television.

Don't be afraid to use stunts but, when you do, make certain: (1) that they are planned to assure the results you or your client seek; (2) are in good taste and provide a proper reflection of the client or company. ●

* * *

The Power of Public Relations

"... Human power has been monstrously magnified. The written message, the word in the market place or pulpit no longer convey the full story unless they are also wired for sight or sound.

"It is not surprising that these godlike powers now revealed to us should lead to abuse. If Churchill with his wartime broadcasts, and Roosevelt with his 'fireside chats' enlarged the horizons of creative public relations, we have also to admit that public relations has its 'rogues gallery' with a Goebbels in the place of dishonour. It is no accident that when peoples have the instruments to achieve closer access to each other than ever before, iron curtains fall between us and the lives and thoughts of hundreds of millions are blacked out. It is not surprising that those who claim to build up relations with the public are themselves called upon to establish their credentials."

—Alan Campbell-Johnson, Past President, *British Institute of Public Relations*

THE USE OF CLINICAL PSYCHOLOGY

in the

Selection of Executives

by MURRAY H. SHERMAN

THE use of a clinical psychological examination to select public relations executives is a new and promising development both for the public relations profession and for psychology. The investment made by established organizations in responsible executive personnel is a large one, and interviews alone are often of limited value in predicting the future behavior of promising candidates. What can clinical tests add to the findings of an interviewer, who is already acquainted with public relations and apt in interview techniques? What is a "clinical psychological examination" and how does this differ from ordinary personnel procedures?

In the past most executive personnel testing has been limited to paper and pencil tests, which have been scientifically shown to have only small value in making decisions on individual candidates for particular positions. A paper and pencil test is simply one in which the subject supplies written answers or makes a choice of several stated responses to printed questions. On many paper and pencil tests even the directions are printed, and specialized skill in administration may not be necessary.

Printed Tests

These printed tests, sometimes called "group" tests, have been developed mainly for purposes of screening large numbers of subjects, thus demanding only minimal direct participation of the psychologist. In many cases a psychologist need not even be present, and examination by mail is entirely feasible. This type of testing is very economical in terms of psychologist man-hours and is extremely valuable for dealing with very large groups of testees. The selection of men for Officers Training School in the U. S. Army represents an ideal situation for the use of paper and pencil tests.

A clinical psychological examination is one conducted by a clinical psychologist with only a single subject, who thus receives the benefit of individualized attention. Tests given in this kind of examination are almost always individual tests, especially constructed to take advantage of the particular examiner-subject relationship. A personal interview, relevant to the specific situation, is also part of the examination by a clinical psychologist. Much valuable subject behavior, lost in a large group situation, becomes readily available and tremendously meaningful in a one-to-one relationship. Of course, this type of examination is much more demanding of psychologist time and effort than is the paper and pencil test, since the examiner must record each response himself and later analyze and interpret the test data in minute detail. The interpretation of clinical examination data depends to a considerable extent upon the skill and theoretical orientation of the individual psychologist. It is a relatively subjective procedure and is thus very demanding in terms of the background and training of the psychologist. In addition, a particular natural talent seems to be involved, a kind of "third ear," which is as yet but dimly understood by anyone.

Description of Clinical Psychology

Clinical psychology itself is a field of specialization within the science of general psychology. The professional training program, leading usually to the Ph.D. degree, includes course work and field experience which is concerned with an intensive understanding of individuals' mental and emotional functioning. Emphasis is placed upon both conscious and unconscious motivations, and many clinical psychologists have been deeply influenced by the writings of Sigmund Freud. In the past, clinical psychologists have worked mainly with the emotionally disturbed and mentally ill, but within the field there is currently a prominent trend which is focusing upon problems of normal adjustment and upon areas such as industrial talent and creativity.

Some writers outside of the field of psychology (for example, Whyte in *The Organization Man*) feel that clinical tests, particularly the projective ones like the *Rorschach*, represent an intrusion upon privacy and possibly a secret kind of exploitation of the employee. It should, however, be evident that responsible management has little use for information not relevant to day-to-day business operations. In addition, no reputable psychologist would transmit information to anyone who did not have legitimate use for these data. It is likely that psychologists are more sensitive to individ-

uals' rights to privacy than are the individuals themselves.

Method For Obtaining a "Public Relations Profile"

When I was first confronted with the problem of applying clinical psychology techniques to the selection of public relations executives at Ruder & Finn, I decided to take a purely empirical approach. I selected tests which I had already administered to literally thousands of individuals and started by examining public relations executives already employed by the organization. Starting with top management I proceeded to interview and test the entire executive population of Ruder & Finn. Any executive who objected to taking the tests was exempted from them, but these were few in number.

From the very beginning certain personality characteristics were clearly manifest, although the same trait was often shown in many different ways. Total scores were not very meaningful in themselves, but the patterning of the various kinds of tests in relation to interview data proved to be of crucial significance. From all of this material I have been able to evolve a "public relations profile," which now serves quite effectively in the selection of new executive personnel. Having determined the patterning of executives of proven ability, I am now able to evaluate the potentialities of new candidates.

Ten Qualities Desirable in a PR Man

Although there are almost as many different ways of doing good public relations as there are successful executives, there does seem to be a common pattern of mental and personality characteristics which any single executive is likely to possess to a large extent. There has evolved a list of ten qualities which are listed in approximate order of importance. The first five may be considered general to business success at an executive level, and the last five are specific to success in public relations.

1. Response to tension: Almost all successful public relations executives are tense people, although this is not always evident either overtly or to the executive himself. It is of utmost importance to distinguish tension from anxiety. Tension is more of a somatic, muscular, readiness for response, as opposed to anxiety, which partakes of an emotional fear reaction. Many people become tense in any variety of situations, but the successful executive actually improves his performance under tension. Whereas the average person is likely to become blocked and inefficient under tension, the executive rises to the challenge, grits his teeth, and actually scores higher than he does when not under tension.

This positive adaptation to tension becomes particularly evident on psychological tests in which difficulty or failure is encountered. Test solutions frequently do not come as easily to many executives as they do to people of an "academic" mind. Whereas academic thinkers will solve problems by abstract analysis and then proceed to subsequent items quite easily, the "executive type" will solve problems by direct trial and error activity and by sheer determination and effort. The subject's manner of solving a problem is thus much more significant than whether or not he gets the correct answer. Often a candidate will exceed the time limit and thus fail an item, but in so doing indicate more executive aptitude than another candidate who reaches an immediate solution.

2. Freedom for action, or initiative: To a man who acts easily and without irrelevant inhibitions, his behavior seems to be nothing to wonder at. He himself may wonder at those many people who seem most often to sit around puzzling what to do and doubting that their decisions are the right ones. The typical person in our culture tends to be a rather inhibited individual who frequently laments the actions he should have taken and didn't. However, for successful executive work it is of crucial importance to take immediate aggressive action without waiting for the necessity of this behavior to become explicit or imperative. If this characteristic is conspicuously absent, it is extremely unlikely to develop in a person, regardless of the number of executive training courses taken or other incentives instituted.

3. Persistence, learning by errors: This quality is related to the first two traits listed. The executive's proneness for quickly doing that which he deems indicated often leads him to make more mistakes than the overly cautious, inhibited person does. He is, however, capable of minimizing the damage and is opportunistic in capitalizing on side benefits that may be present despite the fact that an error has been made. He will not repeat the error, nor will he deny the fact that he has made one. Whereas the typical person who makes a mistake will tend to feel guilty and defensive, the executive has an almost impersonal attitude toward both his own errors and those of other people (i.e., in his business life, not necessarily at home!). Although he may feel inwardly disturbed about the direct consequences of his error, he does not regard it as a personal blunder but rather as an unfortunate choice of opportunities which were not correctly evaluated.

4. Drive, energy, reality ambition: These three traits constitute

a triad and are seldom found in isolation. Here too the behavior of the successful executive contrasts vividly with that of the average citizen, who often feels worn out by a relatively routine nine to five day of what would seem to be "doing nothing" to the executive.

This is an area that should receive a great deal of psychological research, since much of our country's leadership comes from men who possess drive, energy and ambition to an unusual degree. Regardless of the causes of a high energy level, the possession of this trait is of invaluable significance for executive personnel selection.

5. Objective, factual thinking: The executive, by the very nature of the decisions he makes, must be objective and factual in his judgment. From a psychological point of view it is possible to analyze this kind of thinking in some detail. "Executive" thinking must stay very close to concrete data and cannot become too theoretical in orientation. It is seldom that a successful executive gets his highest scores on tests of abstract conceptualization. In my experience with public relations executives I find that they score above average in abstract thinking but almost never as well as they do in tests of factual information.

The effective executive also shows an unusual capacity for intense concentration and attention to intricate detail. He readily retains details of direct observation and can report accurately on them. These thinking characteristics are relatively less prevalent in the general population.

6. Flexibility in attitude: This quality is of crucial significance for public relations executives. The ability to see matters from someone else's point of view and to act beneficially for that person is not a common attribute in the population at large. Most of us tend to feel that our own point of view is the "right" one, and it is quite normal to feel that the other person is either mistaken or an outright scoundrel. In public relations work, however, the executive must intuitively sense that there are many different ways of viewing any given situation, and he must be very tolerant of divergent attitudes.

In a sense, one can say that the entire concept of "right and wrong" is not as prominent in the thinking of public relations personnel as in the general population. We are treading on dangerous ground here, since some people may say (and many have already said) that public relations work, if not moral, must therefore be immoral. This is not true. I would prefer to say that good public relations counseling shows a greater tolerance for various standards of value than does the average person, who can afford

to be more self-righteous than can the professional advisor. This same attitude of tolerance is also found among many lawyers, psychologists, and physicians, who become intimately aware of mankind's foibles.

7. Service concept of the self: Among successful public relations executives there exists a spontaneous effort to help other people, even where this may appear burdensome and perhaps even self-damaging to other people. To the cynic this consistent tendency to help others often appears to be a casting of bread upon the waters. This cynicism is, however, unwarranted. There is little deliberate planning or "favor trading" present in the public relations executive's tendency to enjoy being of service to others. It is rather a general way of adjusting to the world, which is learned in early family relationships.

The self-image of the public relations person reveals a large degree of identification with other people in his immediate environment. From a technical psychological point of view one could identify this characteristic as being indicative of "fluid ego boundaries" with no essential weakness in actual ego stability. At any rate an individual with this kind of social identification reacts to the successes and failures of others as if he himself shared in the others' happiness or disappointment.

The actual process of identification occurs at an unconscious level of mental functioning, but the resultant feelings of pleasure in the success of others is quite conscious and provides a major motivation for "service" behavior. This behavior is, of course, present in many people besides public relations counselors.

8. Friendliness and likeability: It is difficult to say just what it is that makes some people likeable and others unlikeable. There are many differences among people in the ways they respond to others, and not all of us like the same people. To a surprising degree, however, the public relations person is likely to be regarded as friendly and likeable by almost everyone.

This friendliness may appear to some as planned and artificial. From a psychological point of view, however, there is a genuine spontaneous quality to friendly behavior which is not easily feigned. As a matter of fact many friendly people are surprised to learn that they possess this trait, and it is almost impossible to "learn" how to be friendly.

There is an important connection between friendly behavior and the way in which aggression is expressed. Surprisingly enough, friendly people are often those who are able to express their anger easily and

directly. They thus do not build inner stores of resentment and bitterness, which in turn lead to overt hostility. Here, too, early family relationships and the nature of ego identity are of crucial significance.

9. Doing well in a large variety of tasks despite lack of specific aptitude for them: The public relations executive frequently seems able to perform well in a great many different areas of living and to have access to a wide variety of technical information. Interestingly enough, this trait is due more to a venturesome spirit and a general interest in the world at large than to any specific aptitude in the areas of skill. Put in another way, the public relations person learns easily because of a relative lack of learning inhibition and an easy willingness to make mistakes and profit by them. In addition, there is a quality of self-determination, which leads to persistence and doggedness of behavior.

Usually this wide area of general capability is not accompanied by a specialized kind of excellence in any particular area, although there are, of course, exceptions. In general, however, the public relations executive is not perfectionistic, nor is he possessed of a very high degree of abstract, intellectualizing ability. His learning has a social rather than an academic focus, and there is relatively little of learning for its own sake. In evaluating executive candidates, it is therefore more important to judge the manner and goal of learning than the actual success or failure of particular items.

10. Relative lack of self-consciousness: This is a very technical area of evaluation, and many candidates are themselves unable to judge the extent to which they appear self-conscious to other people. Self-consciousness is, however, readily conveyed by the candidate's total manner of relating himself to the examiner. There are certain characteristics which are particularly indicative of self-conscious behavior, and it is also possible for a candidate to be overly self-confident and lacking in a necessary amount of self-consciousness.

In general, overt anxiety, dependent attitudes, over-exactness of expression, and ingratiating behavior are direct evidence of excessive self-consciousness. Smugness, blandness of emotions and blatant opportunism are often evidence of too little self-consciousness for public relations work, although these same traits may be valuable in other fields of endeavor.

These ten characteristics give a composite picture of the public relations executive. It is, however, an idealized image, a kind of framework upon which actual people must be superimposed in order to have reality

meaning. The process of constructing a psychological profile often results in positive rather than negative traits, and this has the effect of producing a "superman" kind of portrait.

It should also be understood that the characteristics mentioned refer to business adjustment and may not typify the behavior of executives in their family living or in situations not related to business. There is, of course, a wide overlap among these different areas of living; we do not totally change our identity when we open the door to the office. Nevertheless, it has frequently been noted that the aggressive businessman may be quite reticent in his expressions of opinion at home. It would be psychologically rewarding to study the relationships between business behavior and family behavior.

Limitations of Testing

The numerical listing of characteristics of the public relations executive may give the impression that the entire selection procedure is a objective, mechanical one. Actually the opposite is true. There is no single psychological test for *response to tension*, *persistence*, or any other of the traits described. The noted presence or absence of these traits is always dependent upon the judgment of a skilled psychologist. The tests themselves are not nearly so important as what the psychologist brings to the tests. As a matter of fact, a major difficulty in much of personnel testing done today comes from the efforts of many psychologists to make tests as objective as possible. Although this effort is necessary and effective for group tests used in broad screening situations, it is definitely contraindicated for judgments on individual candidates.

It is not the actual number of traits possessed by a candidate which makes him the optimal choice, but rather the organization of these traits within his own personality. The present listing of ten particular characteristics has more abstract than concrete reality and can be of practical value only to personnel executives who understand them in this sense. Any attempt to construct mechanical selection procedures is presently doomed to failure. However, when more is understood about the psychological origins of talents and skills, it may be possible to devise quantitative and objective methods of selection. In the meantime statistical studies of personnel selection should be viewed as having more academic than practical significance.

It is also helpful to understand the total situation in which a given candidate is to be placed in order to make a fully valid recommendation.

Some executives work best when given as much freedom of action as possible, and to place such a man in a situation where he will be closely supervised would be most unwise. The examining psychologist should not be expected to render a "blind" decision, but should be informed about all relevant details concerning the situation in which the executive is expected to perform.

In order to render optimal psychological service to an organization, it is as important to evaluate top management as to judge the particular candidate for a position. Since much of top management is prone to feel that testing is fine for the candidate but not for them, this becomes a stumbling block for a full psychological understanding of the organization's functioning.

Clinical Psychology in the Years Ahead

However, it should be admitted that top management is not alone to blame for this situation. Many clinical psychologists have in the past tended to describe such attributes as ambition and aggressiveness from a "pathological" viewpoint, and the wary attitude of management has unfortunately been frequently justified. Let us hope that, as psychology finds more of a positive nature to offer to industry, more effective use can be made of this discipline. In addition to executive selection, clinical psychology has much to offer in the areas of client relationships, labor relations, and management counseling. The years ahead will lend particular opportunity for exploration of these areas. ●

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Public Image of a Scientist

Scientists may be in need of some public relations if a survey of the attitudes of American teenagers by Drs. Margaret Mead and Rhoda Metraux is conclusive. Some of the aspects of the image of a scientists, the students agreed, are these:

"He is a man (apparently never a woman) who wears a white coat and works in a laboratory; he is elderly or middle-aged, and wears glasses. He is surrounded by a jungle gym of blown glass tubes and weird machines with dials . . . and he writes neatly in a black notebook . . . After long years of patient work in the laboratory, he may straighten up and shout (twice) 'I've found it! . . .'

"On the negative side, however, the scientists is a 'brain' whose work is dull, monotonous and time-consuming, and neither recognized nor recompensed . . . His work may be dangerous; he has no other interests and neglects his body for his mind; he may not believe in God; his belief that man is descended from the animals is disgusting. Finally, he neglects his family and bores all others, either by always reading a book or with incessant talk that no one can understand."

—*Industrial Bulletin* of Arthur D. Little, Inc., July, 1958

scanning

THE PROFESSIONAL JOURNALS

Each quarter Dr. Donald W. Krimel selects items from the various professional journals in the social sciences which have implications for the public relations field.—Ed.

HOW SOFT THE SELL?

"An Experimental Evaluation of 'No-Pressure' Influence," by E. Paul Torrance, Bureau of Educational Research, University of Minnesota, in the *Journal of Applied Psychology*, Vol. 23, No. 2.

Working under controlled conditions, mainly with groups of persons rather than with individuals, Torrance has gathered data indicating some knowledge potentially useful to the public relations practitioner. These impressions about persuasion, roughly stated here, were obtained:

1. Up to a certain point, pressure from an "instructor" seems to increase acceptability of the idea he is promoting.

2. After that point has been reached, the more the pressure, the less the acceptability.

3. Two main factors seem to determine the position of that crucial point: (a) when the subject *perceives* that there is an effort on the part of the instructor to influence him, and (b) what the subject understands to be the instructor's *proper official role* in persuasion. In general, then, when there is *influence unperceived by the subject*, acceptability is likely to be highest. When there is *perceived influence* which the subject believes to be beyond the proper function of the instructor as to intensity or kind, acceptability is likely to be low.

4. A person approached *persuasively* by the instructor as an *individual* is much more likely to feel "high-pressured" than if he is approached while he is a *member of a group*, although the intensity of the persuasive effort in each case is the same.

IS TO KNOW TO LOVE?

"What American Travelers Learn," by Ithiel de Sola Pool. Center for International Studies, Massachusetts Institute of Technology, in *The Antioch Review*, Vol XVII, No. 4.

Study of the human relations aspects of international relations is bringing the focus of many advanced analytical talents and techniques to public relations matters. The entire issue of *The Antioch Review* in which the Pool article appears is given to

"the American abroad." Articles, poems, and stories are marshalled in an attempt to provide insight into the minds of Americans who come in contact with foreign countries. A thorough reading of the issue could deepen the understandings of many a public relations practitioner.

Some tentative conclusions from Pool's study of American travelers:

1. To a considerable extent, the effects of a foreign trip are determined not by the experiences abroad but by the problem of *reporting them to people back home*. ("Wait 'till I tell the boys at the club about these prices!")
2. To a considerable extent, the effects of a foreign trip are determined by the traveler's *advance expectations* of what would happen abroad.
3. The *amount* of travel makes a *big* difference. The effect of a three-year visit often is the opposite of the effect of a one-year visit.

A YOUTHFUL GLANCE AT PUBLIC RELATIONS

"High School Students' Attitudes Toward Journalism as a Career," by Samuel Lubell, Opinion Reporting Workshop, Columbia University, in *Journalism Quarterly*, Vol. 36, No. 2.

Annually Columbia University gathers to its campus hordes of high school students who have worked on publications in their schools. In 1958 Sam Lubell, the pollster, queried the youngsters regarding their attitudes toward a number of leading career fields.

Lubell did not include public relations specifically as one of the careers cited, but his questions implied that public relations is a form of journalism and the "journalism" career was one of the fields under study. The others were those of the doctor, lawyer, engineer, teacher, minister, public official, business man, and banker.

Within "journalism," Lubell sought attitudes separately regarding newspaper work, free-lance writing, magazine, radio and television, publicity and public relations, and advertising. Several factors stand out in his results:

1. Fewer than one-third of the members of this group of students, selected for their high interest in scholastic journalism, intend to go into any sort of journalism, including public relations, for a career.
2. Of those who *do* intend to go into journalism, *fewer than one-tenth* intend to go into publicity and public relations.

Lubell's data suggest some re-evaluations. It has often been claimed, for example, that youngsters are eager to enter public relations because they associate it with business, and they associate business with easy money. Yet Lubell's respondents think of the financial rewards of business as being mediocre, far below those of the lawyer, doctor, and engineer.

Public relations has often been said to appeal to the young person as a glamorous, "prestige" occupation. Yet these students rated the business man and the journalist together as being very low indeed in prestige, virtually on a par with the lowest career, teaching.

In general, the article might be construed to indicate that high school students know very little about public relations and have very little interest in it as a career. Some professional groups have long promoted their professions at primary and secondary school age levels. Such a program might reward public relations in popular understanding and in a larger share of the young talent supply. ●

"How To Do It"

Working with Magazines

by JOSEPH S. ROSAPEPE

MAGAZINES provide a real challenge for the public relations man. Considered singly or by groups, they possess individual characteristics that call for specialized know-how in working with them. Many of the biggest public relations firms, industrial corporations and nonprofit organizations maintain magazine departments and specialists.

Whether weekly or monthly, because they come into contact with their readers less frequently than newspapers, magazines must keep closely attuned to readership interests if they are to maintain loyalty and circulation.

Although lacking the day-to-day impact of newspapers and other media, in some ways magazines exert greater influence. Magazines are read at a more leisurely pace and often with greater attention, so that information contained in them makes a more lasting impression.

Being able to treat subjects with more depth, magazines provide a medium which can present the significance or policy of a cause or organization with an impact that is beyond the scope of a feature article in a newspaper.

Competition With Other Media

Although there are approximately 3500 periodical magazines published in the United States, they cannot be easily categorized. For convenience, various classifications can be made. In advertising, they generally are divided into consumer and business classifications, but from an editorial standpoint many other distinctions are taken into consideration.

Circulations may vary from more than five million to a few thousand, from across the nation to a special-interest group in a limited area. In all cases their readership is high. People are not so strongly motivated by

habit in purchasing magazines as in buying newspapers.

In contrast with the passive role of the radio listener or the television viewer, magazine readers are choosy. Magazines must plant a definite reader appeal in the selection of content and art work.

Comparison of the issues of a magazine of twenty years ago and today quickly shows difference in content and often in layout. The demise of *Liberty*, *Collier's*, *American* and scores of specialized publications confirms this. Yet the burgeoning circulations of the *Saturday Evening Post*, *Life*, *Look*, *Reader's Digest* and hundreds of specialized magazines show their continuing growth despite the appeal of other, newer media.

Working With Magazine Editors

Competition with other media and other magazines makes the editor ultrasensitive to the whims of reader reaction. Because his interest lies primarily in the likes and dislikes of his readers, he is not concerned as to the source of good ideas. The sophisticated editor welcomes suggestions from the publicist as from anyone else. Whether or not an organization, company or cause receives a publicity break from the story as finally used is immaterial to him.

On the other hand, if the story, despite the work and cooperation of the publicist, fails to develop into a publicity break, or if it is squeezed out by some other story, he has no reason to feel abused. An editor's obligation is to his readers.

There are two common ways of working with magazines—either with the editors directly or with free-lance writers who regularly appear in certain publications. In either case the publicist must have done enough research to know his subject thoroughly. He must have a definite theme, idea or slant that has the possibilities of an article. Then he must decide on the logical outlet.

At this stage he can contact the editor personally or by letter, outlining the gist of the idea (in not more than two or three pages). If the editor and his associates feel it has possibilities, they will assign a staff writer or a recognized free-lance writer to follow through.

At this point the publicist must have at hand the research material in terms of background, anecdotes and access to people who can be interviewed by the writer.

The extent to which a story has universal interest and is likely material for the top general magazines determines whether it is preferable to work through free-lance writers. They have the advantage of knowing the preferences of editors, and if they succeed in selling the idea, their experi-

ence gives assurance to the editor that the story will be prepared competently.

Notwithstanding any generalization that can be made regarding magazine publicity, the development of each story and the dealings with each editor are highly individual operations.

This is true whether it concerns the general magazines or the specialized publications. With the specialized consumer publications and the trade magazines, which include every occupational interest, the public relations man has to have even greater knowledge of his subject. Editors of these magazines are specialists who frequently know more about their areas of interest than anyone who operates in one segment of the industry or field.

Magazines . . . by Category

To work successfully with magazines requires more than anything else a knowledge of the contents, which can be acquired by studying them individually.

References which list magazines by regional or interest classification include:

Ayer's Directory of Newspapers and Periodicals

Standard Rate & Data Service issues on consumer and business publications

Bacon's Publicity Checker

Writers' Market

The variety of magazines results in a great diversity of success on the part of publicists in working with them. Some public relations men specialize in certain fields and are successful. Magazine publicity certainly is not for the neophyte, and even for the most experienced it is often a matter of luck.

Sunday Supplements—Closest to newspapers are the Sunday supplements which are distributed each week as part of the newspapers' Sunday editions. Some supplements are produced by individual papers, but three are distributed nationally—*American Weekly*, *Parade* and *This Week*.

News Magazines—*Time*, *Newsweek* and *U. S. News and World Report* are influential, and the competition for space is intensified by their timeliness. Spot stories breaking at edition time frequently crowd out good publicity possibilities.

Their editors watch the wire services, and if a story is big enough news, it will make these magazines. Public relations men often work with

editors of regional bureaus, whose job it is to cover local news of national interest.

Picture Magazines—*Life* and *Look* prefer to send their own photographers if their editors can be interested in the story. Some publicists won't bother with *Life* again after having turned a plant inside out for a week to make the pictures possible and then having had the story squeezed out by some late-breaking news. Others have cooperated and have had good luck.

General Magazines—*The Saturday Evening Post* has the highest circulation, and probably the most efficient operation, in the general magazine field, as evidenced by the promptness of response to an estimated 70,000 pieces of mail a week. The *Post* and others, like *Cosmopolitan*, *Red book*, *Reader's Digest*, *Coronet*, *Pageant*, have universal interest, yet they are interested in local angle stories that have wide appeal.

Specialized Magazines—These range all the way from women's magazines like *Ladies' Home Journal* and *McCall's* and fashion books like *Harper's Bazaar* and *Vogue*, to shelter books such as *Good Housekeeping*, *American Home* and *House Beautiful*.

They include men's magazines like *Esquire*, *Argosy* and *True*; sports magazines like *Sports Illustrated*, *Field and Stream*; institutional publications such as *The Rotarian*, *Elks Magazine* and *Kiwanis Magazine*.

Other groups include juvenile, science, opinion, religion and other specialized areas.

Industry and Business—In terms of numbers, this group totals more than 2,000 publications. Most are read from cover to cover because their readers look for solid information that will be useful.

Just as home-town editors complain that publicity they get often lacks the local angle, these magazine editors find that the technical information their readers want is missing. This need has given rise to the financial and industrial publicist to do the job that industry and business require.

Business magazines range from weeklies like *Business Week* and *Barron's* to monthlies like *Fortune* and *Dun's Review* and *Modern Industry*. Industrial magazines cover an industry, like *Electrical World*; a specialty, like *Purchasing*; a field of interest, like *Production Methods*; a segment, like *American Druggist*.

In working with the industry, business or trade categories, each public relations man finds it useful to make up specialized lists depending on the product, the company, the activities, the location and the objectives of his client's program. ●

BOOK REVIEW



AN AUTHOR REVIEWS HIS OWN BOOK

THE BUSINESSMAN'S GUIDE TO PRACTICAL POLITICS

By J. J. WUERTHNER, JR., *Henry Regnery Company, Chicago: 1959,*
236 pp., \$3.75

This is a unique opportunity: I never expected to review my own book.

Now in its third printing, the book seems to have been well timed with the current clamor for businessmen to step away from their accustomed timidity in political matters and put their skills and business ingenuity at work in an organized way in the political arena. This new business trend, perhaps one of the most important to emerge within the last year and a half, is also beginning to excite comment and some skepticism among members of the public relations profession.

The book is tied strongly to the pioneering work of the Syracuse Seminars on Practical Politics, initiated by a task force (of which I was chairman) of the Manufacturers Association of Syracuse. The impact which resulted from this unique activity of a multi-employer nature was instrumental in virtually turning American business leadership 180 degrees from the accustomed inactivity in political matters into trail-blazing moves in nearly uncharted waters which are now broadly characterized as "public affairs."

The basic premise of *The Businessman's Guide* is best expressed by a direct quotation from the book:

"Businessmen must either set aside their traditional aversion and timidity regarding political action and accept the responsibility for the competitive enterprise system that is their privilege to bear or else stand idly by, content to see others—who realize that the game of politics and government are one and the same thing—destroy not only American business but also the United States as we have known it. The need, then, is for management philosophy which seeks out approaching trends in govern-

ment and political fields and then devises programs in which the corporation and its personnel can participate actively in helping to mold the facts of such situations through economic, ideological, political and common-sense communication and action."

Down to Earth Approach

The book does not discuss politics in broad sweeping generalities, but rather attempts a down-to-earth approach in guiding the businessman into the public affairs field. Starting with an overall view of current political conditions and their impact on business, it attempts to dissect many phases of political activity—legislative background, campaigning, business communication, lobbying, corporate public affairs approaches, legal do's and don'ts, grass-roots partisan activity, and a proven formula for political victory.

Another chapter details the new managerial dimension in the fast-growing public affairs field for business and industry.

An attempt is made to utilize the skills, ingenuity and knowledge of all levels of management to preserve a more favorable climate for our traditional American heritages. The danger signal is also raised regarding monopolistic union bosses and their practices which eventually threaten a so-called "liberal" government.

Although the book contains realistic facts and supporting data on the major political trend of the last decade—the movement of labor leaders into politics to achieve gains formerly sought at the bargaining tables—the book does not call for an "anti-labor" political force or a countervailing movement to the power so blatantly exercised by organized union leaders. Rather, activity is recommended for businessmen *as individuals* within the traditional framework of the party of their persuasion. The only effective political work must be partisan, and it must go beyond checkbook participation, with office-hours philosophy reflected in after-hours activities. The second major type of political activity must be accomplished within the corporation—the bipartisan or nonpartisan work which identifies *the corporate entity* as a factor in politics and government, but not work tinged with an aura of secrecy or behind-the-scenes manipulation to arouse the suspicions of those to be influenced.

New Breed of Executive Wanted

One suggestion in the chapter titled "Wanted: V. P. of Public Affairs" calls for a new breed of management executive with a staff of specialists in

political and public affairs and outlines a systematic pattern of work and responsibility. *Public Relations News* calls this "an important new aspect of the PR profession." A review in the *Public Relations Research Review* calls this chapter "an urgent and eloquent plan which has particular significance for the public relations man." This reviewer indicated that a new specialty is in the making, splintered off public relations, and voiced the opinion that leaders in the PR profession viewed it as a threat to reduce the prestige and reach of the public relations function, and also as a dangerous division of resources currently available for PR operations. Why duplicate or substitute when the public relations man is already trained and ready and able to carry on in the political relations field, asks the reviewer.

Are PR Men Ready?

My answer is this. First, if members of the PR profession are trained and ready in this vital area, why have we waited in vain for several decades for significant programming and action? Or have public relations consultants too often advised and counseled their business clients against any involvement in the tangle of the socio-economic-political vineyards with the exception of the nonrewarding "institutional" advertisement and the nebulous pat-the-client-on-the-back news release on an insignificant civic or so-called community-spirited endeavor, which usually winds up in the editors' round file?

Second, public affairs activity must have a broad base; it must be a management way of life and not an activity which lends itself to calling in the PR man and brushing off the responsibility to this one function of the modern business corporation. Top management cannot delegate the responsibility for profit and loss, and nowadays the impact on the operating statement of *external* factors beyond the plant gates is immeasurably greater than ever before. Quoting from the book: "This basic task must revolve around the importance of public-affairs activity as a *management way of life*. It must start in the lower and middle levels of the corporation as a training ground for the executives of the future; it must be nurtured by building a climate of acceptance by top management; and this whole way of life must be reflected in the corporate image by actions presented to the public, to specialized groups, to political and government leaders, in fact, to all who benefit from industry—the voters." Certainly, part of this management philosophy calls for the skills and techniques of the PR

practitioner, but it also involves the multiplication factor of spreading such activity among all levels of management in all functional areas of the business concern.

A Definition of PR

My first PR job following graduate school was with the Fred Eldean Organization, and the definition of public relations by Mr. Eldean still remains with me: the engineering of public acceptance of a product, person or idea. But client or management acceptance must come before the operation of the phase of public acceptance. And it is here, in this area of top management acceptance and approval, that the PR profession can evaluate and plan to utilize effectively the many factors coming to bear on this new and fast-growing public affairs explosion now taking place in business and industry.

Over the past few months a casual glance at business and industrial publications will indicate the revolution which has been triggered off in the public affairs field. Eighteen months ago the *Wall Street Journal* found difficulty in developing a story regarding businessmen in politics; only after spending several days observing the Syracuse Plan and interviewing, on a free and quotable basis, the leaders and participants, was the reporter able to use his Syracuse background as a "level" in getting sufficient information from a few large firms and top management spokesmen to build a depth story. Today, the nationwide employer groups, the U. S. Chamber of Commerce and the National Association of Manufacturers are training thousands of businessmen through their practical politics courses. Scores of companies are developing or have underway programs in the broad public affairs field. It is virtually impossible to attend a statewide or national management meeting or business association affair without noting that public affairs or practical politics discussions play an important part in the meeting agenda. Many large corporations have announced through their chief executive officers the need for and urgency of political affairs education and action programs.

Growth of the Effort

Admittedly, the effort in relation to the whole of business is small, but it grows by leaps and bounds as each month passes. Perhaps this accounts for the brisk sales of *The Businessman's Guide to Practical Politics*—the only book, at the present time, which focuses realistic attention on

the broad problems and business opportunities inherent in this fast-growing field.

The book won't win any literary awards; but the Syracuse Plan which spawned it has received awards from APRA, the Freedoms Foundation, and the U. S. Chamber of Commerce. For myself, the immense satisfaction of watching the reviews, most of which are complimentary, more than makes up for the nights and weekends away from my family for nearly a year when wrestling with my first book-length literary effort. Incidentally, my favorite review comes from McGraw-Hill's *Product Engineering Magazine*: "A handbook at least as important to you as any engineering handbook."

The concluding paragraph from the introduction of the book aptly winds up this author's review:

"This book does not guarantee political effectiveness, nor can anyone become a political expert merely by studying it. Only by active, personal participation can the businessman really learn the techniques of political action, its fascination and importance. If this book leads even one man to take part in politics, both as businessman and responsible citizen, it will have achieved its purpose."

Ditto for the public relations profession.

—J. J. WUERTHNER, JR.

CAN CAPITALISM COMPETE? A Campaign for American Free Enterprise

By RAYMOND W. MILLER

The Ronald Press Company, New York, 1959, 264 pp. \$4.50

Raymond W. Miller is a public relations practitioner and teacher who is much aware of the kind of world in which we live. An ardent believer in the American way of life, he is not satisfied with the interpretation of our free enterprise system overseas. He sees clearly the struggle between totalitarian imperialism and democratic freedom.

His book is the result of hundreds of thousands of miles of travel throughout the world seeking an answer to the question as to why present day "American service capitalism" is largely misunderstood. As a friend of American business he often speaks bluntly about business public relations abroad. Corporate public relations men with responsibilities in the international field can profit from his counsel. All others who wish to understand American public relations problems with the rest of the world

should read this thoughtful book by one of the wise leaders of our profession.

EFFECTIVE COMMUNICATION IN COMPANY PUBLICATIONS

By C. J. DOVER

BNA Incorporated, Washington, D. C., 1959, 365 pp., \$14.75

This is a "how to do it" operations manual beamed at public relations men and others concerned with employee communications problems. There are 51 case histories of successful employee communication methods used by more than 40 different companies. These range from ways of reducing printing costs to methods of handling controversial items such as strikes and political issues.

Specific comments are offered on traditional problems: how to make employee publications "profit-oriented," status of women editors, how to evaluate communication effectiveness, and salaries of personnel in the field. In addition to a wide variety of helpful suggestions, Mr. Dover advocates management communication which is "more forthright, more interpretative, and more persuasive in nature." This has implications for the increasing number of business firms which are entering the political field. The author is currently Consultant in Communication for the General Electric Company.

TOP LEADERSHIP U.S.A.

By FLOYD HUNTER

The University of North Carolina Press, Chapel Hill, 1959, 268 pp., \$6.00

Public relations practitioners operating at policy levels are obviously acquainted with the influence of certain key leaders—in communities—in industries—in the country at large. Just who these leaders are, how they operate, how much weight they pull in making national policies and decisions, is the subject of this book.

Mr. Hunter, a sociologist and Professor of Social Work at the University of North Carolina, has prepared a thorough and fascinating series of studies of the national power structure. He names many of the leaders, gives the consensus of other leaders about them, tells how they function in our society. Readers may recall the author's earlier books in this area, *Community Power Structure*, and *Community Organization*, the latter with Ruth C. Schaffer and Cecil G. Sheps.

WHO'S WHO IN PUBLIC RELATIONS (International)*Edited by* ROBERT L. BARBOUR*PR Publishing Company, Inc., Meriden, N.H., 1959, 315 pp., \$25.00*

One of the basic steps in forming a profession is to identify the persons who are in it. While our field has been helped in this respect by the annual *PRSA Register*, we have needed a more comprehensive directory based on distinction in the field and with biographical detail. *Who's Who in Public Relations* lists more than 3,000 PR practitioners from 36 countries. A special supplement containing additional biographies and changes will be issued next winter without charge to purchasers of this volume.

A reading of just a few of the biographies at random documents the great variety of backgrounds from which public relations men have entered the field. The book offers some interesting research possibilities to an alert graduate student.

HOW TO THINK ABOUT PUBLIC RELATIONS: A Report for Executives*By* JACK RAMSBERGER AND R. H. SUTHERLAND*The Economics Press, Montclair, N. J., 1959, 46 pp., \$25.00*

This concise, crisply-written essay is beamed at only one group: top management. It is not for the professional, who would find it elementary. But the publication of this booklet is in the best interest of public relations which still has difficulties in communicating effectively with management. And those practitioners looking for ideas in presenting public relations concepts to management may well profit from the approach taken by the authors.

SPEAK UP*By* THOMAS W. MILES*Colortone Press, Washington, D. C., 1959, 9 pp., \$.25*

A distillation of the essentials in testifying before Congress and other government bodies, by a Washington, D. C. public relations practitioner.

PAMPHLETS, HOW TO WRITE AND PRINT THEM*By* ALEXANDER L. CROSBY*National Publicity Council for Health and Welfare Services, Inc., New York, 1959, 32 pp., \$1.25*

The latest (and an excellent one) in the series of always helpful "how to do it" pamphlets issued by the National Publicity Council.

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Along Madison Avenue With Kaselow

Tips on Testifying in Congress

By Joseph Kaselow

To innocents like us who think that those who appear before Congressional investigation committees are dragged there in irons and flailed regularly on the hour before appearing, today's little revelation will hold some interest. It concerns a reprint in "PR Reporter" of a leaflet being distributed by a Washington public relations (PR) man named Thomas W. Miles, who, far from discouraging such appearances, urges executives to appear before Congress, tells them how and when to make the necessary arrangements, and how to present testimony.



KASELOW

Mr. Miles points out that Congressional committee appearances are an important civic duty as well as a p. r. "opportunity," says the "Reporter." The p. r. man says it's easy to arrange an appearance, just ask to be heard. . . . "If you want to speak up about some pending matter of special concern to you, write to the body that is considering it, saying you want to be heard. And get your letter in as early as possible."

The leaflet continues: "It is enough to write, telegraph or telephone for time at a hearing. If you can't seem to get scheduled, and if it is Congress you would like to talk to, for instance, your Senator or Representative will be glad to try for you. It's amazing how members of both the Senate and the House open doors for each other when a constituent is involved. If, in the end, circumstances will not permit your personal appearance, get an OK to have your statement sent in by mail or messenger. At least you will have expressed your views for the record."

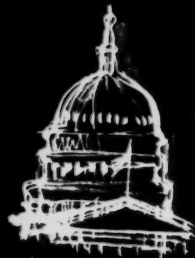
"When time is assigned to you, it is wise to let your own Senator or Representative, depending on the house in which you are to appear, know about it. . . . This is especially helpful if he is a member of the committee before which you are testifying . . . you will be exercising your privilege of petition, one guaranteed by the Constitution."

Mr. Miles also offers some tips on how to handle the testifying: "Prepare a written statement with any pictures, sketches, graphs or charts you think necessary. Have all of it reproduced in quantity. . . . Be ready to summarize your statement in five minutes. Members will have copies (of the full statement). . . . It is fatal to bore the committee by reading all of the fine points." The leaflet also tells the testifier how to identify himself, and adds that it is "elementary" that the witness shall know what legislative proposal is under consideration, and that he be courteous and completely candid.

The Washington p. r. man also advised not to get huffy if the Congressmen walk around during testimony since "This is your Big Day but only another day's work for them."

The "Reporter" summary concludes: "Most obvious to p. r. men is Miles' final tip: Prepare a press release on the testimony in advance, have it available, in quantity, with copies of the complete text attached."

Yes, most obvious.



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